

Community Development

County Executive

Mission/ Summary

Mission

The mission of Community Development is the development of viable urban communities through the provision of financial grants and technical assistance to cities, villages, towns and non-profit corporations participating in Waukesha County's "Urban County Entitlement" Community Development Program. Special emphasis in accordance with federal regulation is placed on:

1. The conservation and expansion of housing for low and moderate-income households.
2. The creation and retention of jobs, principally for low and moderate-income households.
3. The expansion of the quantity and quality of community services for low and moderate-income persons.
4. To affirmatively further equal housing opportunities.
5. The removal of architectural or physical barriers denying or impeding access of elderly and disabled persons to the full utilization of public and private facilities.
6. More effective environmental and strategic planning.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate (a)(b)	2004 Budget (a)(d)	Change from 2003 Adopted Budget	
					\$	%
CDBG Fund						
Personnel Costs	\$131,028	\$136,783	\$151,378	\$173,613	\$36,830	26.9%
Operating Expenses (a,b)	\$4,504,408	\$2,787,202	\$4,977,706	\$4,400,095	\$1,612,893	57.9%
Interdept. Charges	\$45,405	\$76,015	\$72,642	\$76,292	\$277	0.4%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$4,680,841	\$3,000,000	\$5,201,726	\$4,650,000	\$1,650,000	55.0%
General Gov't (a,b)	\$4,374,697	\$3,000,000	\$5,301,226	\$4,650,000	\$1,650,000	55.0%
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenues	\$4,374,697	\$3,000,000	\$5,301,226	\$4,650,000	\$1,650,000	55.0%
Tax Levy (c)	\$306,144	\$0	(\$99,500)	\$0	\$0	N/A

- (a) 2003 Estimate includes CDBG and HOME program income of \$812,781 earned in the first eight months of 2003 and an estimate to be determined for the last four months of 2003, which is expected to be appropriated by ordinance.
- (b) 2003 Estimate includes a fund balance appropriation of prior year (2002) program revenue of \$456,900 and a 2002 carryover of encumbered grant contracts totaling \$1,912,491 and an approved request to carry-over 2002 expenditure appropriations of \$1,382,071. It is estimated that \$2,800,000 will be unspent and requested to be carried over to the 2004 budget.
- (c) Tax levy amount for 2002 actual represents expenditures over revenues funded by prior year revenues and the 2003 Estimate represents revenues over expenditures which increase fund balance. Actual tax levy is \$0.
- (d) The 2004 budget includes an estimation of the U.S. Department of Housing (HUD) allocation. It is anticipated that if the actual award notification is lower than the budgeted amount, a request to reduce the budget will be presented to the Finance Committee for approval.

Note: The Federal rules allow the expenditure of grants over multiple year periods (usually two to three years).

Position Summary (FTE)

Regular Positions	2.25	2.25	2.25	2.50	0.25
Extra Help	0.00	0.00	0.00	0.00	0.00
Overtime	0.30	0.06	0.06	0.10	0.04
Total	2.55	2.31	2.31	2.60	0.29

Departmental Objectives

CDBG

1. Secure continuing participation of municipalities for next three-year period to maintain CDBG funding. (Strategic Goal 1.1) (July 2004)
2. Coordinate Waukesha County Needs Assessment and Non-Profit Summit to identify community needs and prioritize funding with all community resources to maximize benefits. (Strategic Goal 2.1) (September 2004)
3. Modify CDBG program administration policy and procedures as outlined in federal inspector general audits. (May 2004)
4. Ensure compliance with federal regulations, maintain fiscally sound records, monitor funded subgrantees and provide general program oversight (on-going).
5. Increase the total number of persons benefiting from funded Public Service projects from 12,000 to 14,000, a 16% increase. (Strategic Goal 2.1-2.4) (December 2004)
6. Encourage communities to accept and provide for affordable housing as an economic development tool and to provide housing options and opportunities. (Strategic Goal 3.1) (on-going)
7. Maintain liaison with lenders, business and other government entities and leverage a minimum of \$1.2 million in private resources. (Strategic Goal 3.1) (on-going)
8. Increase expenditures of federal funds by 5% to meet federal draw-down requirements. (Strategic Goal 1.1) (October 2004)
9. Provide various rehabilitation program and leverage lender contribution of \$1,500,000, in conjunction with HOME funds, to serve a minimum of 150 households. (Strategic Goal 3.4) (December 2004)
10. Complete construction of 70 units of either new construction or rehabilitation to increase the County's affordable housing stock. (Strategic Goal 3.4) (June 2004)
11. Support business and employment opportunities through the Waukesha County Economic Development Corporation revolving loan program. (Strategic Goal 3.4) (on-going)
12. Review census data to meet federal guidelines and continue to emphasize Neighborhood Revitalization Strategy Area to improve livability and empower residents. (Strategic Goal 2.1-2.4) (December 2004)
13. Review and analyze census data to modify as need the Consolidated Plan and needs assessment. (Strategic Goal 2.1) (December 2004)
14. Attend training and conferences to improve staff management skills and enhance program operations. (Strategic Goal 4.1-4.4) (December 2004)

HOME

1. Secure commitment of participating counties and municipalities in HOME program to return funding for next three-year period. (Strategic Goal 1.1) (July 2004)
2. In conjunction with CDBG and lender leveraging contributions provides housing rehabilitation services to 150 homeowners. (Strategic Goal 3.2) (December 2004)
3. Provide down-payments/closing cost assistance to 120 low and moderate-income homebuyers. (Strategic Goal 3.2-3.4) (December 2004)
4. Execute contracts with new program administrator based on RFP. (Strategic Goal 3.3) (January 2004)
5. Identify and fund "core" HOME projects and determine allocation and projects funding for county projects. (Strategic Goal 3.2) (July 2004)
6. Increase through new construction or rehabilitation at least 70 units of affordable housing. (Strategic Goal 3.1) (December 2004)
7. Leverage private lender financing for housing rehabilitation at \$1,500,000 and for housing production at \$10,000,000. (Strategic Goal 2.2) (December 2004)
8. Continue to promote and support the development of affordable housing through partnerships with developers, lenders, municipal leaders, housing advocates and monitoring of Smart Growth Plans. (Strategic Goal 3.1-3.4) (on-going)

Disaster

1. Continue monitoring of projects and draw-down of funds for completion by June 2004. (Strategic Goal 1.1)
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Major Departmental Strategic Achievements from 7/01/02 to 6/30/03

CDBG

1. Met the CDBG expenditure rate federal standard to avoid reduction of federal allocation.
2. Increased the number of clients served by funded subgrantees by a minimum of ten percent, from 12,200.
3. Provided elderly homeowners an opportunity to maintain and rehabilitate their homes through a deferred rehabilitation loan (15 to be completed).
4. Completed the construction of the City of Waukesha Phoenix Heights housing development consisting of 78 homes.
5. Finalized plans for construction of 9 homes in the Village of Mukwonago.
6. Began construction of 62 rental units in the City of Waukesha.
7. Incorporated County-wide Needs Assessment to be finalized in August 2003 in PY2003 CDBG priorities.
8. Continued and enhanced coordination and collaborative partnerships including Lender Consortium, Workforce Development Board, Housing Opportunity for Southeast Wisconsin (HOPS), regional housing and Community Action Coalition.
9. Supported business expansion and retention as well as employment opportunities through WCEDC business loan program.
10. Continued support for two low-income neighborhoods by identifying needs and providing services as part of Neighborhood Revitalization Strategy.
11. Staff enhanced their management skills through attendance of training, seminars, and conferences.

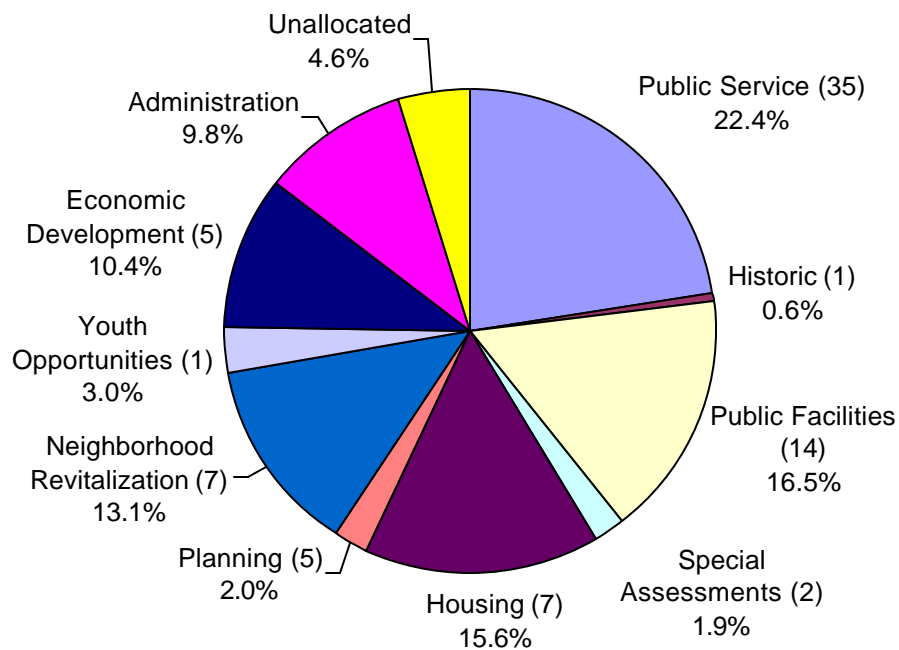
HOME

1. Maintained and preserved Waukesha County housing stock providing housing rehabilitation with leveraged lender funds to 110 homeowners.
2. Provided down payments/closing cost support for LMI homebuyers to assist them in a home purchase (110 households).
3. Increased housing production to meet federal HOME draw down requirements.
4. Maintained the liaison with local participating communities and county officials participating in the HOME program, through the HOME Consortium.
5. Leveraged private investment for housing rehabilitation \$1.5 million and private funds (\$10,000 for housing production).
6. Continued to support and promote affordable housing through partnerships with lenders, developers, and housing advocates.
7. Identified specific housing needs, particularly those related to special needs and rental housing.

DISASTER

1. Continued coordination between subgrantees and State to complete drawdown of funds by 6/1/03.
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Allocation of Program Year 2003 CDBG Funds (\$1,650,000)*
% of Funds and # of Grants by Category
(January 1 - December 31, 2003)



* The initial anticipated grant was estimated to be \$1,650,000. The actual grant was \$1,673,000 with the additional funds placed in an unallocated fund until dispersed.

Community Development Block Grant

Program Description

Provides for the development of viable urban communities by providing direct federally funded financial grants and technical assistance to cities, villages, towns, and non-profit corporations participating in Waukesha County's "Urban County Entitlement." These grants are used to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low and moderate-income persons.



Performance Measures

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Adopted Budget	Budget Change
% of communities renewing their CDBG participation for 2003-2004 period	100%	100%	100%*	100%*	0%
Improve the lives of low and moderate-income (LMI) households through direct service benefit	11,500	12,000	12,500	14,000	2,000
Create affordable workforce housing for LMI households	24	35	38	70	35
Maintain and improve the housing stock by leveraging lender funds with CDBG funds provided	\$1,150,000	\$850,000	\$1,200,000	\$1,500,000	\$650,000

*The Village of Menomonee Falls is budgeted to participate for Program Year 2004

Staffing (FTE)	1.85	1.71	1.71	2.00	0.29
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Personnel Costs	\$68,885	\$100,032	\$110,250	\$130,184	\$30,152
Operating Expenses (b)	\$2,882,615	\$1,494,709	\$2,761,560	\$2,617,616	\$1,122,907
Subgrantee Grants	\$2,871,019	\$1,481,394	\$2,750,000	\$2,605,761	\$1,124,367
Administrative	\$11,596	\$13,315	\$11,560	\$11,855	(\$1,460)
Interdept. Charges	\$42,342	\$55,259	\$52,636	\$52,200	(\$3,059)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures	\$2,993,842	\$1,650,000	\$2,924,446	\$2,800,000	\$1,150,000
General Government (a,b)	\$2,715,639	\$1,650,000	\$2,973,946	\$2,800,000	\$1,150,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$2,715,639	\$1,650,000	\$2,973,946	\$2,800,000	\$1,150,000
Tax Levy (c)	\$278,203	\$0	(\$49,500)	\$0	\$0

(a) Includes \$950,000 in estimated total program income for 2003.

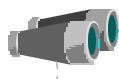
(b) 2003 Estimate includes a fund balance appropriation of prior year (2002) program income of \$399,488 and a 2002 carryover of encumbrances totaling \$965,539 and a 2002 carryover of \$163,559 through separate ordinance. It is estimated that \$1,250,000 of unexpended appropriations will be requested to be carried over to the 2004 budget.

(c) Tax levy represents 2002 actual expenditures over revenues funded by prior year revenues. 2003 estimate is the result of revenues over expenditures generated from program revenues that are re-appropriated by County Board ordinance. Actual tax levy is \$0.

Program Highlights

Personnel costs increase primarily due to a \$14,453 increase in health insurance benefit costs. Also, the Clerk/Typist I/II position is requested to increase 0.25 FTE to 0.50 FTE in this program due to higher activity and workload created by increased HUD funding, this results in an increase in personnel costs of \$11,660.

Operating expenses and General governmental revenue increases primarily due to budgeting \$900,000 of program income. In the past, this funding was appropriated twice a year by ordinance based on prior actual receipts. The budget also includes a \$200,000 increase in Subgrantee grants reflecting the HUD grant increases anticipated for the new participation of the Village of Menomonee Falls.



Community Development Block Grant (Cont.)



Activity

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Adopted Budget	Budget Change
Grant \$ Value Awarded (Cumulative, since 1990)	\$18,913,000	\$20,174,000	\$20,586,000	\$22,486,000	\$2,312,000
# of Grants Administered (Cumulative, since 1990)	670	748	828	839	91
# of Grants Completed (Cumulative, since 1990)	593	675	756	763	88
New Grants	78	80	80	108	28

Participating communities:

Cities: Brookfield, Delafield, Muskego, New Berlin, Oconomowoc, Pewaukee, and Waukesha
 Towns: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Mukwonago, Oconomowoc, Ottawa, Summit, Vernon, and Waukesha
 Villages: Big Bend, Butler, Dousman, Eagle, Elm Grove, Hartland, Lac La Belle, Lannon, Merton, Mukwonago, North Prairie, Nashotah, Pewaukee, Sussex, Wales and Menomonee Falls

Non-Participating Communities:

Villages: Chenequa, Oconomowoc Lake

COMMUNITY DEVELOPMENT PROGRAM YEAR (2003)

January CDBG / HOME program year begins
 February Public Hearings - Needs / Community Assessment for Program Year 2003
 March Public Hearing - Grantee Performance Report (GPR) / Annual Housing Performance Report (AHPR)
 April Submit GPR and AHPR
 May Request for Proposals – Advertise and accept applications
 June Transmit copies of applications received to CDBG Board
 July Begin project application reviews
 Complete project application reviews
 August CDBG Board completes funding allocation recommendations
 Public Hearing on recommendations
 Executive Committee review, modify and/or approval of CDBG Board recommendations
 September County Board action on recommendations
 October Complete Grant Application / Environmental reviews for submission to HUD
 Write contracts for projects funded
 November Submission of Annual Consolidated Plan
 December Review carryover requests of previously funded projects
 Program year-ends

HOME Investment Partnerships Grant

Program Description

Administers Grant Program with Jefferson, Washington and Ozaukee Counties. Most of the program activity is subcontracted to other entities. The goal of this federally sponsored program is to "increase the availability of decent, safe and affordable housing in urban and rural America, by increasing the supply of affordable, standard rental housing; improve substandard housing for existing homeowners and assist new homebuyers through acquisition, construction, and rehabilitation of housing, and provide tenant-based rental assistance." (Waukesha County data only)



Performance Measures	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Adopted Budget	Budget Change
Homebuyer Counseling Provided (inquires/assistance)	2365/106	2370/108	2400/110	2600/110	230/2
# of commitments secured for increase in affordable housing stock	43	36	40	70	34
Maintain the housing stock through housing rehabilitation programs	102	30	110	120	90
Pledges from HOME lenders for housing rehab. financing	\$1,500,000	\$800,000	\$1,200,000	\$1,200,000	\$400,000
Staffing (FTE)	0.60	0.60	0.60	0.60	0.00
Personnel Costs	\$58,666	\$36,751	\$41,128	\$43,429	\$6,678
Operating Expenses (a)(b)	\$1,621,559	\$1,292,493	\$1,615,150	\$1,782,479	\$489,986
Subgrantee Grants	\$1,617,657	\$1,284,933	\$1,612,000	\$1,775,789	\$490,856
Administrative	\$3,902	\$7,560	\$3,150	\$6,690	(\$870)
Interdept. Charges	\$1,716	\$20,756	\$20,006	\$24,092	\$3,336
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$1,681,941	\$1,350,000	\$1,676,284	\$1,850,000	\$500,000
General Government (a) (b)	\$1,654,000	\$1,350,000	\$1,726,284	\$1,850,000	\$500,000
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$1,654,000	\$1,350,000	\$1,726,284	\$1,850,000	\$500,000
Tax Levy (c)	\$27,941	\$0	(\$50,000)	\$0	\$0

(a) Includes \$250,000 in estimated program income and related revolving loans for 2003.

(b) 2003 Estimate includes a fund balance appropriation of prior year (2002) program income of \$57,375 and a 2002 carryover of encumbrances totaling \$946,952 and a 2002 carry-over of \$532,574 through separate ordinance. It is estimated that \$1,491,100 will be carried over to the 2004 budget.

(c) Tax levy for 2002 actuals represents expenditures over revenues funded by prior year revenues. 2003 estimate represents revenues over expenditures generated from program revenues that are re-appropriated by County Board ordinance. Actual tax levy is \$0.



Program Highlights

Personnel costs increased primarily due to a \$4,848 increase in health insurance benefit costs.

Operating expenses and related General Governmental revenues increase mostly due to a new American Dream grant allocation estimated at \$200,000. Also, \$250,214 is included for the 2003 allocation and anticipated 2004 inflation increases based on anticipated HUD grant award for 2004. Also, \$50,000 of program income is budgeted. In the past, this funding was appropriated twice a year by ordinance based on prior actual receipts.

Home Investment Partnerships Grant (Cont.)

**Activity**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Grant Value Awarded (Cumulative since 1998)	\$5,451,000	\$6,477,521	\$6,935,214	\$8,735,214	\$2,257,693
Down payment and Closing Cost Assistance	106	115	110	110	(5)
Homebuyer Counseling (#People Counseled/Homebuyers)	2312/106	2400/110	2400/110	2500/115	100/5
Housing Rehabilitation (1)	95	98	98	123	25
(1) 2004 increase results form increase in quick fix loan program.					

Waukesha County Participating Communities*:

Cities: Brookfield, Delafield, Muskego, New Berlin, Oconomowoc, and Waukesha

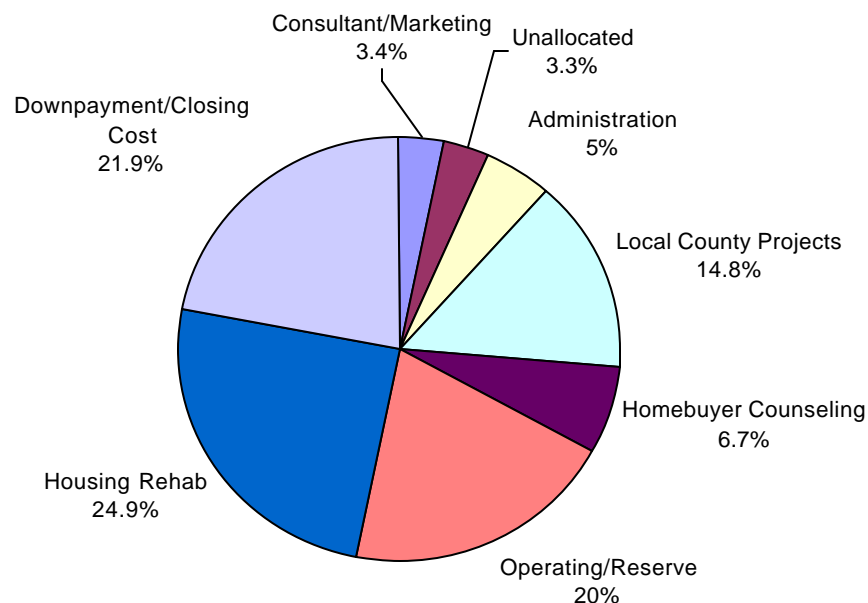
Towns: Brookfield, Delafield, Eagle, Genesee, Lisbon, Merton, Mukwonago, Oconomowoc, Ottawa, Pewaukee, Summit, Vernon, and Waukesha

Villages: Big Bend, Butler, Dousman, Eagle, Elm Grove, Hartland, Lac La Belle, Lannon, Merton, Mukwonago, North Prairie, Nashotah, Pewaukee, Sussex, Wales, and Menomonee Falls

Waukesha County Non-Participating Communities

Villages: Chenequa and Oconomowoc Lake

* HOME program participation also includes all towns in Waukesha, Jefferson, Washington, and Ozaukee Counties and 22 of the 26 villages and cities.

Allocation of Program Year 2003 HOME Funds (\$1,484,214)

Other Grant Programs -
Disaster Recovery Initiative
(1997 & 1998 Floods)*

Program Description

Administers other grant assistance programs as funding is provided.

	2002 Actual	2003 Adopted Budget	2003 Estimate (a)	2004 Adopted Budget	Budget Change
Staffing (FTE)	0.10	0.00	0.05	0.00	0.00
Personnel Costs	\$3,477	\$0	\$0	\$0	\$0
Operating Expenses (a)	\$234	\$0	\$600,996	\$0	\$0
<i>Subgrantee Grants</i>	\$0	\$0	\$600,996	\$0	\$0
<i>Administrative</i>	\$234	\$0	\$0	\$0	\$0
Interdept. Charges	\$1,347	\$0	\$0	\$0	\$0
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$5,058	\$0	\$600,996	\$0	\$0
General Government (a)	\$5,058	\$0	\$600,996	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0	\$0
Total Revenues:	\$5,058	\$0	\$600,996	\$0	\$0
Tax Levy	\$0	\$0	\$0	\$0	\$0

(a) 2003 Estimate includes 2002 approved request to carryover 2002 expenditure appropriations of \$685,938 and a year-end accrual carryover for \$5,058.



Program Highlights

The 2003 estimate includes funding for the 1998 Flood disaster now that the final contract with State has been approved. Approximately \$84,942 is expected to be requested for carryover to the 2004 budget pending County Board approval.